

KATE RAMSAY AND THE AnD COACHES WELCOME YOU TO OUR STAYING IN TOUCH NEWSLETTER.

This 2018 winter edition is the 80<sup>th</sup> one produced since our very first Value Adding back in 1994. I remember well writing edition #1 in our (then) learning retreat in Bali with Des Ryan, my late partner in life and business, and here we are 79 editions later! Thank you all for the encouraging support over the years.

In this edition we begin with two **Learning Moments**: first, two leadership check lists; and second, a colleague's take on the why, what and how of Purpose, Vision and Values. In **Did You Know?** we introduce you to AnD's international associate, and share a case history of her success in using some techniques from Theory U. We then give an update about the program for women in business that was born from the 2017 MIT U.Lab program. In our **AnD/Both Story** we explore the philosophies underpinning one of the current social activist movements. **AnD to Close** we quote Bishop Desmond Tutu about how, from little things, big things can grow.

## Learning Moments

### (i) Two Leadership Check Lists

Tim Fischer, a former leader of the Federal National Party wrote in his book *Trains Unlimited* (Harper Collins, 2011):

*Jack Welch, former head of General Electric, had a pithy summary of leadership needs, despite his spectacular exit from the company:*

*'You should always upgrade the team, exude positive energy, see and live and be the vision, establish trust, be curious, have courage, set the example and celebrate.'*

Fischer then added his own alliterative leadership drivers:

*Be positive, precise, prepared, proactive, presentable, polite, punctual, passionate and pragmatic. And above all else, be of high ethics or probity.*

### (ii) On Purpose, Vision and Values

At a recent women in management group called the Dolphin Forum (for more about this please contact Kate), Deborah Pascoe of Service Spirit (<http://www.servicespirit.com.au/our-people.htm>), a long time friend and colleague of AnD's, shared her take on the why, what and how of Purpose, Vision and Values:

*Purpose is the 'why' an organisation exists; its unique reason for being. Purpose already exists and to articulate this involves a process of discovery or uncovering or peeling back layers. Vision, on the other hand is the 'what' and is a process of creation – as individuals or organisations, we make this up – we decide what we want the future to look like. Values (and underpinning behaviours) are fundamental to*

*'how' an organisation enacts its culture and forms the weft and weave of its very fabric.*

Deborah Pascoe continues:

*We know from solid research that organisations that endure and prosper are characterised not only by the reach of their vision and strategic goals (the 'what'), but more importantly by the extent to which they remain steadfast and true to their core ideology, that is, their purpose (the 'why') and values (the 'how').*

We encourage you to take some time out to reflect on your organisation's Purpose, Vision and Values using this helpful framework.

## Did You Know?

### (i) Meet our International Associate

We are excited to announce that Susanne Schmid of Schmid Training and Consulting (<http://www.schmid-training.de>) is now an Associate Coach with AnD.

Based in Germany with 28 years of corporate experience in Europe and across the globe, Susanne supports, enables and challenges her clients to find their own solutions. She focuses on accompanying the client in their process in a respectful and goal-oriented, yet light way.

For more, check out the About Us page of AnD's website at [www.andconsulting.org](http://www.andconsulting.org).

### (ii) Theory U Case Study

The core purpose of Theory U is to move the interactions between we humans from an 'ego'

(individualistic) to an 'eco' (collaborative) perspective by keeping an open mind and an open heart. It draws on communication theory to suggest that there are four levels of listening: the first is *downloading* ('I knew that'), next is *factual* ('that's interesting'), followed by *empathic* ('I know how you feel'). The deepest level of listening is *generative* listening ('I am connected to something larger than myself'), in which we engage our open mind and open heart in order to connect to the highest future possibilities.

In a recent leadership workshop in Bavaria, Susanne Schmid introduced several U.Lab methods to her participants, including these levels of listening. She invited them to commit to level four listening. As the day progressed she said 'she could see and feel their states of minds shifting from sceptical, to curious, to fully committed'. At the end of the workshop she invited participants to journal their experiences of the day and one wrote:

*At the beginning of day we had all the material to be effective together, but no glue. By the end of the day we'd created a strong glue together.*

Susanne concluded: 'Mission accomplished – happy customer and happy me'.

### (iii) An update about a new service for women in business

Kate writes: Our readers will know that in our last newsletter I wrote about a new service for women in business. The idea for this was generated in prototype form in our Byron Bay women's hub during the 2017 online U.Lab course. The visionary of the concept is Ama Kalma, and a small group of us are now developing her concept further.

Ama has won a scholarship to attend a 4-day leadership program based on Theory U in Perth in July. This is being run by global masters in the field of leadership, including MIT's Dr Otto Scharmer (the author of Theory U), and the Presencing Institute's Marian Goodman. Ama is taking our prototype with her in order to seek further input from event leaders and participants.

So, continue watching this space!

## An AnD Story

AnD Leadership Consulting is named to represent the philosophy of an and/both way of living and being in contrast to the either/or way that western conditioning has taught us. We are always searching for examples to

bring this somewhat abstract concept alive for our readers.

The example in this edition comes from the April 2018 edition of *The Monthly* magazine. Written by Malcolm Knox, the essay is titled *The UP-Start*. It is about Jeremy Heimans who co-founded GetUp! in Australia in 2004. The initial goal of GetUp! was to use the internet and new technology to put everyday people back into politics.

Next, in 2009 in the United States Heimans co-founded a similar organisation to GetUp! called Purpose. In an interview Heimans told Malcolm Knox that Purpose embraces 'pragmatic idealism', which we at AnD believe is only possible from an and/both mindset.

This pragmatism and idealism is explored in a *Harvard Business Review* (HBR) article that Heimans co-wrote and that Knox quotes in his essay. Knox writes that the HBR article:

*Contrasted 'old power', akin to currency that is hoarded and used to exert authority, with 'new power', which channels and distributes agency, acting more like a current. New power values include open-source collaboration, radical transparency and self-organisation; old power values include competition, exclusivity, confidentiality, expertise, managerialism and long-term loyalty.*

GetUp! now has more than a million members, thus dwarfing the membership of all Australian political parties combined. This suggests that social activist movements such as GetUp! and Purpose are forces to be reckoned with, while our policy makers are becoming less and less relevant to a groundswell of the population.

Postscript: Since writing the above, Kate has taken delivery of a newly published book called *New Power – How Power Works in Our Hyperconnected World – and How to Make it Work for You* (Pan Macmillan, 2018). It is co-authored by Jeremy Heimans and Henry Timms, and promises to show how the new power described above is reshaping politics, business and life.

## And To Close

On the days when you fear that your very best efforts are just not making a positive difference, take courage from Bishop Desmond Tutu:

*Do your little bits of good where you are. It's those little bits of good put together that will overwhelm the world.*